



# MASTER DIRECTIVES FILE

UNITED STATES MARINE CORPS  
III MARINE EXPEDITIONARY FORCE, FMF  
UNIT 35601  
FPO AP 96606-5601

ForO 3121.2A

5

20 JUL 1994

## FORCE ORDER 3121.2A

From: Commanding General  
To: Distribution List

Subj: III MARINE EXPEDITIONARY FORCE (III MEF) CAMPAIGN PLAN (CPLAN)  
DEVELOPMENT

Ref: (a) MCO 3010.1

Encl: (1) III MEF Campaign Plan (CPLAN) Plan of Action and Milestones (POA&M)

1. Purpose. To publish guidance for the development of the annual III MEF campaign plan.
2. Cancellation. ForO 3121.2.
3. Background. The reference requires the annual publication of a MEF CPLAN, dictates the basic content and format, and provides a generic MEF CPLAN sample. The specific action directed is that MEF commanders prepare CPLANs per the reference and update them annually by 1 October. The CPLAN provides the foundation for MEF operational and training objectives for the next fiscal year and is intended to improve combat readiness by prioritizing, synchronizing and integrating MEF and subordinate command activities, training and resource management. The III MEF CPLAN supports the strategic and operational theater objectives of the Commander in Chief, U. S. Pacific Command as well as service objectives set forth by the Commandant and Commander, Marine Forces Pacific.
3. Action
  - a. Assistant Chief of Staff (AC/S), G-5
    - (1) Assume cognizance for the coordinated development of the annual III MEF CPLAN.
    - (2) Establish and publish CPLAN POA&M dates by 1 July annually. The enclosure provides the minimum contents and basic time line for the annual CPLAN POA&M.
    - (3) Provide supporting warfighting and complementary goals as required.
  - b. III MEF General Staff

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- (1) Adhere to dates established within the annual CPLAN POA&M.
- (2) Provide recommended changes to the basic plan as appropriate.
- (3) Provide recommended MEF level warfighting and complementary goals as appropriate.
- (4) Provide supporting warfighting and complementary goals as required.

c. III MEF Special Staff


- (1) Adhere to dates established within the annual CPLAN POA&M.
- (2) Provide recommended changes to the basic plan as appropriate.
- (3) Provide recommended MEF level warfighting and complementary goals as appropriate.

d. III MEF Major Subordinate Command (MSC) Commanding Generals

- (1) Adhere to dates established within the annual CPLAN POA&M.
- (2) Provide supporting warfighting and complementary goals as required.

e. Commanding Officers 3d Surveillance Reconnaissance Intelligence Group, 31st Marine Expeditionary Unit, Special Operation Capable (SOC) and 7th Communications Battalion

- (1) Adhere to dates established within the annual CPLAN POA&M.
- (2) Provide supporting warfighting and complementary goals as required.

  
J. L. BRENNAN  
Chief of Staff

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**III MEF Campaign Plan (CPLAN) Plan of Action and Milestones (POA&M)**

NLT 1 Jul	AC/S, G-5 establishes and publishes CPLAN POA&M dates for next campaign plan.
During Jul	Battle staff independently reviews CPLAN from the previous year.
During Jul	The battle staff convenes to discuss the CPLAN for the upcoming fiscal year. The Commanding General (CG) issues his guidance, intent and priority of effort.
During Jul	AC/S,G-3 and AC/S,G-5 publish a coordinated memorandum to the MEF general and special staff containing the CG's guidance and soliciting recommended updates to the previous CPLAN and <u>MEF level</u> warfighting and complementary goals.
During Jul	MEF staff submits recommended updates and MEF level goals.
During Jul	AC/S,G-5 consolidates input, drafts the CPLAN and provides copies to the general staff for review.
During Aug	General staff provides final recommended changes to AC/S,G-5.
During Aug	CPLAN to Chief of Staff (COS) and CG for review, approval and signature.
NLT 1 Sep	CPLAN is published. III MEF general staff principals & MSC/Major Subordinate Element (MSE) commanders are tasked within the plan to provide supporting warfighting and complementary goals.
During Sep	III MEF general staff principals & MSC/MSE commanders provide supporting goals.
NLT 30 Sep	AC/S,G-5 consolidates general staff and MSC/MSE input and provides it to COS for review and signature (MEF staff & MSC/MSE supporting goals are published as annexes to the basic plan).

ENCLOSURE (1)

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COMMAND ELEMENT  
III MARINE EXPEDITIONARY FORCE  
FPO AP 96606-5601  
25 JAN 2001

III MEF CAMPAIGN PLAN 00-1

References: (a) MCO 3010.1 MEF Campaign Plan Standardization  
(b) Marine Corps Strategy 21  
(c) USCINCPAC Joint Training Plan, FY 01-04  
(d) COMMARFORPAC Joint Training Plan FY 98-00  
(e) CJCSM 3500.04B Universal Joint Task List  
(f) III MEF Liberty Campaign Plan  
(g) MCRP 5-12D Organization of Marine Corps Forces  
(h) United States Marine Corps Safety Campaign Plan  
(i) III MEF Alert Contingency Marine Air Ground Task Force (ACM) Order (ACM 98)

1. Situation

a. General

(1) The III MEF Campaign Plan is our axis of advance into the 21<sup>st</sup> century and focuses our efforts and resources toward a common objective. It is by design a broad axis that will adapt to changes in the strategic and operational environment. This campaign plan enables III MEF to build upon its foundations of heritage, tradition, innovation, and excellence to move beyond the objective and succeed on tomorrow's battlefields and prevail when our National interests are challenged on an asymmetrical field of human conflict. Reference (a) standardized the submission requirements for Campaign Plans.

(2) Competing ideologies, governments, and economies characterize the Western Pacific and Indian Ocean region. This vast area is subject to frequent natural disasters ranging from volcanic eruptions and earthquakes to typhoons, tropical cyclones, and flooding. Within the region, the US has formal defense treaties with Australia, the Republic of the Philippines, Thailand, Japan, and the Republic of Korea. Agreements also exist with other countries assuring recurring access to training and support facilities. There are no multilateral defense agreements in the region. US military bases are located in Hawaii, Guam, Japan, and the Republic of Korea.

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(3) While the presence of III MEF and other US forces within this theater is a stabilizing influence, regional political, economic, and ideological competition could develop into a crisis affecting US interests. The forward basing of III MEF in the Western Pacific assumes a critical importance when the National Command Authority (NCA) directs the US Pacific Command (USPACOM) to plan for and to execute missions in support of National Security objectives. Marines take pride in being the "First to Fight." In keeping with our military heritage, III MEF's principal task is to be ready at all times to rapidly task organize and deploy Marine Air-Ground Task Forces (MAGTFs) to respond to and contain crises or, if necessary, to immediately engage in sustained combat operations. We are prepared to respond across the spectrum of conflict ranging from conducting a Humanitarian Assistance operation to executing our assigned mission in support of Major Theater War (MTW) plans. Marines instinctively understand the logic and synergy behind joint and multinational operations. Our ability to operate in the air, on land, and the sea makes III MEF ideally suited for joint, allied, or coalition expeditionary and combined arms warfare. To this end USPACOM has designated III MEF to serve during contingencies as the core headquarters element of a Joint Task Force (JTF) in response to regional crises in this theater that may arise short of a MTW.

(4) III MEF's situation on Okinawa is evolving. The Special Action Committee on Okinawa (SACO) and the Futenma Implementation Group (FIG) negotiations indicate that the training environment on Okinawa will continue to undergo changes during the coming years. In the future, III MEF may be forced to conduct larger portions of warfighting skills training at locations outside Okinawa.

(5) The main constraints to III MEF training and readiness are:

- (a) Funding
- (b) Time
- (c) Exercise operation tempo
- (d) Lack of integrated NBCD exercise play

(e) Training facilities

(f) Strategic lift

(g) PERSTEMPO

(h) Medical Readiness

b. Threat

(1) There are no absolutes when dealing with the future. An examination of the forecasted international security environment of 2020 reveals no peer competitor capable of presenting a direct military challenge to the United States. Instead, regional instability resulting from the acts of individual states, alliances or temporary confederations, non-state organizations, lone individuals, and the misery stemming from natural and manmade disasters represents the greatest challenges to the United States, our allies, and interests. Invariably, regional instability that threatens United States interests will compel a response. This response may take many forms: from political, diplomatic, and economic engagement through military intervention to stabilize or mitigate a particular situation. III MEF is forward-based in order to quickly respond across the spectrum of crises and conflicts that may occur in the USPACOM AOR.

(2) While the nature of armed conflict and war have not changed, both the national and international political, economic, and social contexts in which inter-state competition is played out have undergone significant transformation. One practical outgrowth of that change is the need to refine definitions to better reflect the reality of the 21<sup>st</sup> century. One is the notion of a peer competitor. Traditionally measured in conventional terms of equivalent military power (Divisions, Wings, and Fleets), tomorrow's peers may be small, highly advanced entities with the financial and technological base to match or even trump our own capabilities in specific critical sectors. The term "enemy" also needs reexamination. In historical terms an enemy constituted a distinct nation, its armed forces, or an organization employing force to achieve its particular goals. While these

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characterizations all remain valid, the definition must be expanded to include any person, organization, or agency that poses a challenge to the United States, our allies, or our interests that we cannot afford to ignore.

(3) Instability is exacerbated by an adversary's use of what is broadly referred to as "asymmetric warfare." Adversaries recognize that challenging the United States through the traditional application of military power is ineffective. Consequently, they will seek to pit their strengths against an actual or perceived weakness, whether that weakness is physical, temporal, psychological, or material. An adversary's use of asymmetric engagement and tactics can place the United States, its allies, or interests at risk through intimidation, direct attack, or threats which cause domestic instability or the disruption of peacetime political, commercial, or financial interaction between international actors. III MEF must have scaleable forces that can identify and deter both conventional and asymmetric strategies and, if necessary, respond using a proportionate level of force. As a readily deployable and scaleable Marine Expeditionary Force we provide USPACOM with a range of options to bring about a return to stability.

c. Friendly

(1) Commandant of the Marine Corps. Per reference (b), the core values, core competencies, and signature characteristics resident in the Marine Corps are powerful combat multipliers and our source of strength. Every Marine and Marine unit is ready to rapidly task organize, deploy, and employ from the Continental United States (CONUS) or while forward-based or forward-deployed to respond and contain crises or, if necessary, to immediately engage in sustained combat operations. Marines are prepared to deploy into austere, diverse and chaotic environments on short notice and accomplish assigned missions using our unique command, control, and logistic capabilities to operate independently of existing infrastructure. Marines fight as air-ground task forces - integrated organizations of air, ground, and logistics forces under a single commander. MAGTFs provide combatant commanders with forces that are tailored to meet specific missions from forward presence to peacetime engagement to

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sustained operations ashore in a major theater war. Together, the Navy and the Marine Corps provide the Nation with its primary capability to project and sustain power ashore in the face of armed opposition. Amphibious forces reinforced, if required, by maritime prepositioning forces allow the United States global access to protect our interests and reassure allies that we have the ability to come to their aid. Marines are equally at home ashore or afloat, in combat, or in other expeditionary operations. Based on our experience operating as combined-arms MAGTFs, Marines integrate with ease and lead or operate as part of joint task forces.

(2) U.S. Commander-in-Chief Pacific (CINCPAC). Per reference (c), USCINCPAC has identified readiness as the top priority for USPACOM forces. The most dangerous scenarios in the USPACOM Area of Responsibility (AOR) drive the Joint Training Plan. Significant training events exercise applicable OPLANS and CONPLANS, and develop HQ USPACOM and JTF proficiency in the planning and conduct of joint and combined operations during crisis conditions, enhancing joint interoperability among the components, and, when required, supporting the supported CINCs (CINCENT and CINCUNC/CFC). A premier USPACOM exercise is TEAM CHALLENGE, which has linked a former series of bi-lateral exercises into a multi-lateral training event separated over time and space but tied to a common scenario. TEAM CHALLENGE is designed to enhance readiness for smaller scale contingencies, conserve resources, and improve the capabilities of our prospective coalition partners. Implementation of the Joint Mission Force (JMF) is targeted for FY 02. The JMF concept will develop habitual command relationships and enhanced Theater C4ISR and logistics programs that significantly improve combined and JTF operations.

(3) Commander, Marine Forces Pacific (COMMARFORPAC). Per reference (d) Marine Forces, Pacific (MARFORPAC) incorporates Mission Essential Tasks (METs) as training objectives into every training opportunity. Reference (e) contains the methodology used to determine Joint Mission Essential Task List (JMETL) development.

(a) Primary Training Priority. It is the pursuit of an effective, realistic core training program that



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prepares the COMMARFORPAC staff and its major subordinate commands (MSC), Marine Logistics Command, and Marine Rear Area Operations Group Battle Staffs, to deploy and fight as a team in support of USCINCPAC. Key exercises within the USPACOM AOR are ULCHI FOCUS LENS; RECEPTION, STAGING, ONWARD MOVEMENT, and INTEGRATION (RSOI); and FOAL EAGLE.

(b) Secondary training priority. Is the conduct of exercises that develop Joint Task Force (JTF) capabilities and train both the COMMARFORPAC staff and subordinate staffs in strategic and operational Joint Mission Essential Tasks (JMETs) associated with the USCINCPAC two-tiered command and control concept. TEMPO BRAVE, COBRA GOLD, TANDEM THRUST, TEMPEST EXPRESS and TEAM CHALLENGE are the primary vehicles that support this objective.

(c) Tertiary training priority. Is the conduct of access and presence exercises in the AOR that enhances cooperative engagement, develop multinational warfighting skills, and demonstrates our expeditionary nature and the unique capabilities of our MAGTFs. FREEDOM BANNER, COPE TIGER, BALIKATAN, KEEN EDGE/SWORD, and other bilateral and MEU exercises are the primary vehicles that support this objective.

2. Mission. Commanding General, III Marine Expeditionary Force (III MEF) serves under the command of the COMMARFORPAC as a primary warfighting MAGTF commander. As a primary COMMARFORPAC MAGTF commander, he accomplishes such operational missions as may be assigned, and when directed, provides combat-ready forces - immediately deployable expeditionary MAGTFs - to the USCINCPAC to operate in Joint/Combined Operations. He ensures the readiness of these forces, by identifying the requirements and providing for their support and sustainment. He represents their interest by advising COMMARFORPAC on the requirements, capabilities, and proper employment of III MEF forces. When directed, CG, III MEF provides JTF nucleus headquarters and a commander to USCINCPAC. If appropriate, he performs duties as a JTF level Marine Corps component commander. He provides Marine Corps augmentation to JTF headquarters sourced by other commands. He provides Landing Forces to Commander SEVENTH Fleet, as directed. On order, CG III MEF transitions to Commander Task Force (CTF) 79 and conducts amphibious operations as directed by Commander, US SEVENTH Fleet.

### 3. Execution

#### a. Commander's Intent

(1) III MEF will seek to use every training opportunity to enhance our warfighting capabilities. The focus of all our training is to conduct expeditionary maneuver warfare across the spectrum of conflict ranging from a MTW to military operations other than war. Whether participating in an exercise or committed in a contingency operation, I expect my commanders, Marines, and sailors to demonstrate astute judgment and aggressive initiative in a chaotic environment while maintaining their situational awareness and force protection posture.

(2) To meet the emerging asymmetric and noncontiguous threats across the spectrum of conflict, III MEF will develop and maintain a focus on operational and tactical aspects of Information Operations to support our primary roles of forward presence (shaping and cooperative engagement), crisis response (deterrence and intervention), and enabling force (JTF and follow-on forces).

(3) I envision III MEF being involved in three simultaneous "battles" while executing the training plan.

(a) The "close battle" is our maintenance of combat readiness. Training the entire MEF to deploy and conduct expeditionary maneuver warfare is our daily focus. Commanders will train to master the art of war while maintaining their equipment and facilities, and looking after the morale of their people. Train the way we intend to fight, while keeping safety and force protection in mind.

(b) We fight the "deep battle" to further establish our position in the USPACOM AOR and to cement military-to-military relationships with regional allies and their militaries. Our demonstrated ability to deploy MAGTFs to lead a JTF, or to participate as a MARFOR, in an expeditionary environment enhances our prestige in the eyes of the chain of command. The professionalism, competence, and "can do" spirit of our people earns us the respect of our allies and sister services. We will welcome every opportunity to expand and cement

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relationships with other nations' governments and armed services. A robust and proactive Theater Engagement effort helps us build positive relationships throughout the USPACOM AOR that will assist USCINCPAC and the US Government in maintaining the peace while expanding our training opportunities in this vast region.

(c) Every Marine and sailor has a crucial role to play in "Rear Battle," which is fought in garrison and in the field, on duty or off, while serving in Japan or deployed on contingencies or exercises within the USPACOM AOR. Our success in winning this fight has major ramifications for the Nation and the United States Marine Corps. I expect Marines and Sailors to thoroughly understand that liberty is a mission. Liberty incidents can result in political repercussions that are detrimental to mission accomplishment. Commanders are expected to educate their Marines and Sailors on each and every aspect of the Liberty Campaign Plan, reference (f), and to hold people accountable for their actions. Challenge your people to perform to their fullest potential in peace or war. Quality of Life for our Marines, Sailors and family members is extremely important. I encourage Marines and Sailors to take leave and to enjoy family time. Make every effort to encourage our best young men and women to remain with the colors and to make the Naval service a career.

(4) I intend to maintain this Campaign Plan's relevance and continuity of focus. To this end, each year the III MEF G-5 will lead a Campaign Plan Review, which updates the III MEF goals and objectives and focuses the command's efforts on the methods for attaining them over the next three years.

b. Priority of Effort

(1) Fiscal Year mission training priorities for III MEF are in a state of transition. During FY-01, III MEF training priorities are focused on MAGTF and Marine Corps capabilities. Starting in FY-04 the intent is for III MEF to focus on MAGTF and Marine Corps capabilities training in even-numbered years. FY-01 training priorities are listed below:

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(a) The primary training priority is the pursuit of an effective, realistic battle staff training program that prepares III MEF and major subordinate commands to deploy and fight in support of MARFORPAC and USCINCPAC.

(b) The secondary training priority is the conduct of exercises that develop JTF capabilities and provide the nucleus of a fully capable, expeditionary JTF headquarters.

(c) The tertiary training priority is the conduct of access and presence exercises in the USPACOM AOR that enhance cooperative engagement, develop joint/coalition warfighting skills, and demonstrate power projection and USMC unique capabilities. This includes the following prioritized missions:

1. Defend a designated country in support of CINC's operational and contingency plans.
2. Foreign Humanitarian Assistance/Disaster Relief (FHA/DR).
3. Noncombatant Evacuation Operations (NEO).
4. Peacekeeping.
5. Peace Enforcement.
6. Protection of Air and Sea Lines of Communication A/SLOCs).

(2) Due to a realignment of exercises in the USPACOM AOR, the III MEF training priority in FY-02 and FY-03 will focus on the JTF capabilities and the training required for III MEF to field the nucleus of an expeditionary JTF headquarters. Starting in FY-05 the intent is for III MEF to focus on JTF-type training in odd-numbered years. The training priorities for III MEF during FY-02 and FY-03 are listed below:

(a) The primary training priority is the conduct of exercises that develop JTF capabilities and provide the nucleus of a fully capable, expeditionary JTF headquarters.

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(b) The secondary training priority is the pursuit of an effective, realistic battle staff training program that prepares III MEF and major subordinate commands to deploy and fight in support of MARFORPAC and USCINCPAC.

(c) The tertiary training priority remains as described in paragraph 2B(1)(c) above.

c. Tasks. Tasks are derived from references (b), (c), (d), and (g).

(1) III MEF Command Element

(a) Exercise tactical direction over units assigned by the Marine Component, FMF commander, naval component commander, or a joint force commander.

(b) Coordinate and conduct deep, close, and rear battles.

(c) Determine the detailed composition of the force.

(d) Develop overall tactical plans for command and control, intelligence, maneuver, fires, logistics, and force protection.

(e) Develop all-source intelligence and counterintelligence required.

(f) Plan and coordinate civil affairs, civic action matters, and military-diplomatic operations.

(g) Plan, conduct, and maintain communications and information systems operations with subordinate, higher, adjacent, and joint or allied forces.

(h) Provide the nucleus of the Arrival Assembly Operations Group (AAOG) for MPF operations.

(i) Coordinate the submission of requirements for the receipt and distribution of material resources for logistic support of assigned forces.

(j) Function as a joint force land, air, or maritime component headquarters when designated and when

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provided with appropriate augmentation from the supported unified commander and the other service components.

(k) Plan, coordinate, and conduct sustained expeditionary maneuver warfare across the spectrum of conflict.

(l) Function as the nucleus of a USCINCPAC JTF headquarters, Landing Force US SEVENTH Fleet, or the Marine Corps component of a joint force.

(m) Plan, coordinate and conduct amphibious forcible entry operations in support of operational and contingency plans.

(n) Support the USPACOM Theater Engagement Plan.

(o) Maintain, train, deploy, and redeploy the Alert Contingency MAGTF (ACM) and the 31st Marine Expeditionary Unit (MEU) (Special Operations Capable (SOC)).

(p) Incorporate the training events and exercises at Annexes (A) through (C) into organizational training plans.

(q) Plan and conduct Information Operations in support of operational or contingency plans.

(2) 3d Marine Division

(a) Exercise command and control of assigned forces.

(b) Plan, coordinate, and conduct sustained expeditionary maneuver warfare and other expeditionary operations across the spectrum of conflict.

(c) Provide the Ground Combat Element (GCE) for III MEF and 3D MEB.

(d) Provide the amphibious forcible-entry ground capability to an amphibious task force and conduct subsequent land operations in any environment.

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- (e) Be prepared to function with augmentation as the Marine Corps component of a joint force and to provide the CE for 3D MEB.
- (f) Support CG, III MEF Theater Engagement priorities.
- (g) Be prepared to conduct a NEO.
- (h) Incorporate the training events and exercises at Annexes (A) through (C) into organizational training plans.
- (i) Source, designate and maintain a regimental command element and two infantry battalion GCE as part of III MEF's ACM from Okinawa based units.

(3) 1<sup>st</sup> Marine Aircraft Wing

- (a) Exercise command and control of assigned forces.
- (b) Conduct the six functional areas of Marine Aviation.
- (c) Plan, coordinate, and conduct sustained expeditionary maneuver warfare across the spectrum of conflict.
- (d) Provide the Aviation Combat Element (ACE) for III MEF, 3D MEB and the 31st MEU (SOC).
- (e) Plan, coordinate and support amphibious forcible entry operations in support of operations and contingency plans.
- (f) Be prepared to function with augmentation as the Marine Corps component of a joint force and to provide the CE for 3D MEB.
- (g) Support CG, III MEF Theater Engagement priorities.
- (h) Be prepared to support a NEO.
- (i) Incorporate the training events and exercises at Annexes (A) through (C) into organizational training plans.

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(j) Source, designate and maintain a Rotary Wing ACE as part of III MEF's ACM from Okinawa based units capable of providing airlift for one infantry company (rein) and/or the displacement of an artillery battery, conducted via multiple lifts.

(4) 3d Force Service Support Group

(a) Exercise command and control of assigned forces.

(b) Provide general and direct support and sustained combat service support (CSS) above the organic capabilities of supported elements of III MEF in the functional areas of CSS during deployment and employment of the MEF and smaller, geographically separated MAGTFs in all levels of conflict.

(c) Provide centralized ground supply; authorized overflow organizational and intermediate (3d and 4<sup>th</sup> Echelon) maintenance support; general engineering support to the MEF; and health service (medical and dental) support.

(d) Coordinate transportation and throughput support and services support beyond the supported unit's capabilities.

(e) Plan, coordinate, and conduct sustained expeditionary maneuver warfare across the spectrum of conflict.

(f) Provide the Combat Service Support Element (CSSE) for the 3D MEB, the 31<sup>st</sup> MEU (SOC), and the ACM.

(g) Plan to logistically support forcible entry and other expeditionary operations in support of operational and contingency plans.

(h) On order, assume functions of a Marine Logistics Command in support of a MARFOR per an existing theater-level operations plan.

(i) Be prepared to function with augmentation as the Marine Corps component of a joint force and to provide the CE for 3D MEB.



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- (j) Support CG, III MEF Theater Engagement priorities.
- (k) Be prepared to support a NEO.
- (l) Incorporate the training events and exercises at Annexes (A) through (C) into organizational training plans.
- (m) Source, designate and maintain a Combat Service Support Detachment (CSSD) as part of III MEF's ACM Combat Service Support Element from Okinawa based units.

(5) III Marine Expeditionary Force Headquarters Group (MHG)

- (a) Exercise command and control of assigned forces.
- (b) Provide administrative and service support to the III MEF command element and MHG subordinate units.
- (c) Provide headquarters commandant support to the III MEF and 3D MEB command elements.
- (d) Incorporate the training events and exercises at Annexes (A) through (C) into organizational training plans.
- (e) Source, designate and maintain ACM increments to augment the ACM command element.

(6) 3D MEB Command Element

(a) The 3D MEB Command Element (CE) is embedded in the III MEF CE. The most important role for 3D MEB is contingency response. It will execute the plan that III MEF CE develops. This is possible because the 3D MEB staff comes from the MEF staff and will have been engaged in the planning effort throughout the process. When activated, 3D MEB CE exercises tactical direction over units assigned by the Commanding General, III MEF, in order to deploy and execute the following tasks:

1. Coordinate and conduct deep, close, and rear battles.
2. Determine the detailed composition of the force.

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3. Develop overall tactical plans for command and control, intelligence, maneuver, fires, logistics, and force protection.
4. Develop all-source intelligence and counterintelligence required.
5. Plan and coordinate civil affairs, civic action matters, and military-diplomatic operations.
6. Plan, conduct, and maintain communications and information systems operations with subordinate, higher, adjacent, and joint or allied forces.
7. Coordinate the submission of requirements for the receipt and distribution of material resources for logistic support of assigned forces.
8. Plan, coordinate, and conduct sustained expeditionary maneuver warfare across the spectrum of conflict.
9. Be prepared to function as (1) the nucleus of a USCINCPAC JTF headquarters when provided with appropriate augmentation from the supported unified commander and the other service components; (2) the Landing Force US SEVENTH Fleet; (3) the command element of an MPF-MAGTF; (4) the command element for the ACM MAGTF, or (5) the Marine Corps component of a joint force.
10. Be prepared to commence an immediate deployment in response to emergent crises.
11. Exercise the ACM on an annual basis. Be prepared to integrate the ACM into a follow-on MEF or JTF HQ.
12. On order, conduct Non-combatant Evacuation (NEO) operations in support of operations and contingency plans.
13. Support CG, III MEF Theater Engagement priorities.

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14. Be prepared to conduct forcible entry operations.

15. Be prepared to enable follow-on forces and headquarters.

16. Be prepared to serve as the lead echelon for III MEF.

17. Incorporate the training events and exercises at Annexes (A) through (C) into organizational training plans.

(7) 31st MEU (SOC)

(a) Exercise command and control of assigned forces.

(b) Plan, coordinate, and conduct sustained expeditionary maneuver warfare across the spectrum of conflict.

(c) Provide a sea-based reaction force within the USPACOM AOR.

(d) Maintain SOC proficiency and certification. Be prepared to commence an immediate deployment in response to emergent crises.

(e) Train to enable the subsequent entry of III MEF, 3D MEB, or a JTF.

(f) Be prepared to form the nucleus of a JTF headquarters or to serve as a component of a joint force.

(g) Support CG, III MEF Theater Engagement priorities.

(h) Incorporate the training events and exercises at Annexes (A) through (C) into organizational training plans.

(8) Alert Contingency MAGTF (ACM)

(a) Be prepared to deploy and:

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1. Protect U.S. citizens, facilities, and interests.
2. Deter armed intervention or aggression.
3. Provide protection during the conduct of Non-Combatant Evacuation Operations.
4. Assist in countering external intervention in intra-area conflicts.
5. Conduct and/or protect humanitarian assistance/disaster relief operations.
6. Provide rapid augmentation in support of other operations.
7. Conduct other tasks as may be directed.

d. MEF Training Methodology.

(1) The MEF trains using mission essential task lists (METLs). These METLs are derived from an analysis of warfighting requirements of the MEF CE and all of its subordinate units. These METLs shall be used to guide and prioritize training efforts for the III MEF Command Element and Major Subordinate Commands (MSCs). Training goals should concentrate on areas of needed improvement for each unit rather than attempting to complete the entire Mission Essential Task List. The overarching III MEF warfighting goal is simple -- be prepared to accomplish our mission when called upon.

(2) The III MEF training cycle is comprised of four phases: Identification of training requirements, developing the training plan, executing the training plan, and assessment.

(a) Requirements. This phase translates the missions assigned to III MEF from USCINCPAC and MARFORPAC into operational and tactical tasks. Each mission is analyzed and the mission essential tasks are identified. These tasks, along with conditions and standards, form the III MEF Mission Essential Task List.

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(b) Plans. This phase assigns operational exercises and training events to assist in meeting the METL requirements. The III MEF Commanding General Commander's Intent and Focus of Effort prioritizes these requirements. This phase ends with the creation of the III MEF training/exercise plan.

(c) Execution. This phase implements the operational training/exercise plan. Exercises and training events are conducted and commanders evaluate how well their units accomplish Mission Essential Tasks (METs) using the prescribed standards as Measures of Effectiveness.

(d) Assessments. This phase combines all evaluations throughout the training year into an aggregate set of results. These results provide the MEF and MSC Commanders a method to assess III MEF's demonstrated ability to accomplish the METs required for its assigned missions.

(3) The III MEF training plan will concentrate on the pursuit of an effective, realistic battle staff-training program during FY 01 that prepares III MEF and MSCs to deploy and fight in support of COMMARFORPAC and USCINCPAC. During FY 02/03 the III MEF training program will focus on the conduct of exercises that develop JTF capabilities and provide the nucleus of a fully capable, expeditionary JTF headquarters. During FY 01, 02, and 03, III MEF will continue to conduct access and presence exercises in the USPACOM AOR that enhance cooperative engagement, develop joint/coalition warfighting skills, and demonstrate power projection and USMC unique capabilities. This method will allow III MEF to concentrate training on fewer tasks during exercises in order to enhance the quality of training, reduce exercise costs, reduce operational tempo, and provide more time for individual and unit training.

e. III MEF Training and Exercise Plan. The III MEF training plan assists the CG, III MEF in his efforts to focus training resources and personnel to achieve maximum benefit. When feasible, the MEF will take advantage of the MAGTF Staff Training Program (MSTP) to validate and improve staff functions supporting its warfighting capabilities. Mission Training Events Matrixes for FY 01, 02, and 03 are found at Annexes (A) through (C).

f. Safety

(1) Per reference (h), safety is a priority and a command responsibility.

(2) Risk management activities will be integrated into every training evolution.

(3) Leaders at all levels are expected to halt an operation or training event when they have safety concerns. Train our Marines to stop an evolution that "just does not feel right." It takes a bold individual to recommend to the commander that we cancel or halt an evolution. Yet, this aggressive and thoughtful spirit is just the sort of attitude that we expect from Marines in combat.

(4) We must reduce non-combat casualties. They diminish our readiness, our cohesion and our camaraderie. Our Corps needs a cultural change and this change must be profound. We will effect this change through leadership.

(5) The key to achieving our safety goals is to instill in our Corps the idea that Marines, of all ranks, must maintain a constant vigil against unsafe actions, practices or situations. They must be willing to voice their concerns. Supporting this attitude shift is a commitment to make accountability the cornerstone of our efforts as we seek to revolutionize our approach to safety. Responsibility for safety belongs to every Marine.

(6) All personal safety equipment and seat belt requirements will be enforced both on and off base and Marines will be disciplined for failure to utilize required safety equipment.

(7) In order to better integrate operations and safety, we will incorporate Operational Risk Management (ORM) throughout III MEF. At a minimum, commanders should ask two questions during any brief: "What are the risks of this event or course of action?" and, "What have we done to reduce those risks to an acceptable level?" All Marines should ask themselves the same questions when beginning any off duty activity.

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(8) Safety and operations must intertwine in such a manner that risk management and safety are a part of the planning and execution of all missions, exercises, and daily evolutions. Risk awareness must be increased through aggressive training. Safety must become an enduring principle for the Marine Corps.

(9) I am committed to halting the accidental deaths and injuries in III MEF. To that end, commanders must embrace the idea that safety is an element of force protection. By doing so, we will save the lives of our Marines and sailors while increasing the combat readiness of the Corps. Both are worthy goals.

g. Complementary Goals

(1) People are our most important asset. We will protect them with fair and unbiased treatment. All Marines and Sailors will strive to achieve high standards of professional performance and personal conduct and will be held accountable for their actions. Hazing will not be tolerated. Activities that deglamorize the use of alcohol will be emphasized.

(2) We will continue to make Quality of Life improvements for our Marines, Sailors, and their families.

(3) All III MEF personnel will be thoroughly indoctrinated in the Liberty Campaign Plan and Marine Corps core values of honor, courage, and commitment.

(4) Increased, sustained emphasis will be placed on Professional Military Education (PME) as a means of augmenting lessons learned from training evolutions and as a tool for increasing promotion and retention opportunities for our Marines and Sailors. All units will develop comprehensive PME programs that emphasize warfighting.

(5) III MEF will hold regular Tactical Exercise and Employment Plan (TEEP) conferences to develop a training plan ranging from 2-5 years out for the MEF and MSCs. The principal target audience for the TEEP Conference is the MEF G-3, G-4, and the Commanding Generals of 3d MarDiv, 1st MAW, 3d FSSG, 3D MEB and their respective G-3s and G-4s. III MEF will use the TEEP as a plan for future training.

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The Command Element Staff will organize an Operational Planning Team (OPT), with MSC representation, to conduct deliberate planning to develop the 2-5 year training plan for the MAGTF as a whole.

(6) Due to III MEF's geographic location and higher than normal personnel tempo, continuity throughout the Campaign Plan's life cycle is difficult to maintain. Consequently, there is an even greater need for III MEF to document all aspects of MEF operations and training through After Action Reviews (AARs) and the Marine Corps Lessons Learned System (MCLLS). In this manner, we will preserve and build upon successes achieved throughout the execution of the Campaign Plan.

(7) Equipment will be maintained at a high level of readiness. Commanders will establish challenging goals for aircraft, amphibious and ground combat essential equipment readiness.

(8) III MEF will optimize financial resources to maintain the readiness necessary to accomplish all assigned missions. In order to achieve this goal, commanders and their staffs must remain actively engaged in the budgeting and resource management process.

(9) III MEF must be mindful of the operational tempo impact that our training has on the force. We will seek ways to eliminate, reduce, or restructure training and exercises that place our units, staffs, and equipment in risk of being over committed.

(10) A healthy force is ready to deploy anywhere in the world and its ability to withstand hardship and deprivation assures commanders of its physical and mental readiness. Towards this goal, the MEF and MSC Commanders, supported by their respective Medical Staffs, will ensure that medical and dental care and treatment is provided at the optimal levels required to maintain, preserve, and restore the combat power of the force.

h. Information Assurance. Increased reliance by Marines on information technology for mission accomplishment increases our vulnerability in this area. Information technology is a vital part of our war fighting capability and forms the basis for many of our command and control systems. It is the responsibility of



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every Marine to develop and practice good measures for information assurance. Ensuring the integrity and reliability of our command and control systems assures their availability when Marines go in harm's way. Each Marine must protect the information systems they are entrusted to operate at all times in the close, deep and rear battles of this campaign plan.

4. Readiness Indicators. The results of inspections, evaluations, after-action reports (AARs) and Commander's METL assessments during operational training/exercises provide indicators of readiness. However, short of actual combat, there is no statistical or objective means to accurately determine a unit's combat readiness. The III MEF Commander will determine the degree to which the Mission Essential Tasks have been achieved based on his personal observations and evaluations, Commanders' Assessments, and Combat Readiness Reports from subordinate commanders.



E. B. HAILSTON

Lieutenant General, US Marine Corps  
Commanding

Annexes:

- A - FY-01 Mission Training Events Matrix
- B - FY-02 Mission Training Events Matrix
- C - FY-03 Mission Training Events Matrix

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ANNEX A TO III MEF CAMPAIGN PLAN 00-1  
 III MEF FY-01 MISSION TRAINING EVENTS LIST

1. III MEF Mission Areas:

a. **Priority One:** Pursuit of an effective, realistic battle staff training program that prepares III MEF and major subordinate commands to deploy and fight in support of COMMARFORPAC and USCINCPAC.

b. **Priority Two:** The conduct of exercises that develop JTF capabilities and provide the nucleus of a fully capable, expeditionary JTF headquarters.

c. **Priority Three:** The conduct of access and presence exercises in the USPACOM AOR that enhance cooperative engagement, develop joint/coalition warfighting skills, and demonstrate power projection and USMC unique capabilities.

III MEF MISSION AREAS	EXERCISE / EVENT	UNITS TO BE TRAINED	EXERCISE / EVENT	UNITS TO BE TRAINED
Priority One	MSTP	MEF CE, 3d MARDIV, 1 <sup>st</sup> MAW, 3d FSSG, MHG	UPL	MEF CE, 3d MEB, 3d MARDIV, 1 <sup>st</sup> MAW, 3d FSSG, MHG
Priority Two	JMF	MEF CE, 3d MEB		
Priority Three	COBRA GOLD	3d MARDIV, 1 <sup>st</sup> MAW, 3d FSSG	BALIKATAN	3d MARDIV, 1 <sup>st</sup> MAW, 3d FSSG
Priority Three	FOAL EAGLE	31 <sup>st</sup> MEU (SOC), 1 <sup>st</sup> MAW, 3d FSSG	RSO&I	3d FSSG
Priority Three	KEEN EDGE/SWORD, FOREST LIGHT	3d MARDIV, 1 <sup>st</sup> MAW, 3d FSSG	COPE TIGER	1 <sup>st</sup> MAW
Priority Three	FREEDOM BANNER / TANDEM THRUST	3d MEB, 31 <sup>st</sup> MEU (SOC), 3d FSSG, 1 <sup>st</sup> MAW, 3d MARDIV	KITP	3d MARDIV, 1 <sup>st</sup> MAW, 3d FSSG

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ANNEX B TO III MEF CAMPAIGN PLAN 00-1  
III MEF FY-02 MISSION TRAINING EVENTS LIST

1. III MEF Mission Areas:

a. **Priority One**: The conduct of exercises that develop JTF capabilities and provide the nucleus of a fully capable, expeditionary JTF headquarters.

b. **Priority Two**: Pursuit of an effective, realistic battle staff training program that prepares III MEF and major subordinate commands to deploy and fight in support of MARFORPAC and USCINCPAC.

c. **Priority Three**: The conduct of access and presence exercises in the USPACOM AOR that enhance cooperative engagement, develop joint / coalition warfighting skills, and demonstrate power projection and USMC unique capabilities.

III MEF MISSION AREAS	EXERCISE / EVENT	UNITS TO BE TRAINED	EXERCISE / EVENT	UNITS TO BE TRAINED
Priority One	COBRA GOLD	MEF CE, 3d MARDIV, 1 <sup>st</sup> MAW, 3d FSSG, MHG	TEMPO BRAVE	MEF CE, 3D MEB
Priority Two	UFL	MEF CE, 3D MEB, 3d MARDIV, 1 <sup>st</sup> MAW, 3d FSSG, MHG		
Priority Three	FOAL EAGLE	31 <sup>st</sup> MEU (SOC), 1 <sup>st</sup> MAW, 3d FSSG	RSO&I	3d FSSG
Priority Three	KEEN EDGE/SWORD, FOREST LIGHT	3d MARDIV, 1 <sup>st</sup> MAW, 3d FSSG	COPE TIGER	1 <sup>st</sup> MAW
Priority Three	FREEDOM BANNER	3d MEB, 3d FSSG, 1 <sup>st</sup> MAW, 3d MARDIV	KITP	3d MARDIV, 1 <sup>st</sup> MAW, 3d FSSG

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ANNEX C TO III MEF CAMPAIGN PLAN 00-1  
III MEF FY-03 MISSION TRAINING EVENTS LIST

1. III MEF Missions Area:

- a. **Priority One:** The conduct of exercises that develop JTF capabilities and provide the nucleus of a fully capable, expeditionary JTF headquarters.
- b. **Priority Two:** Pursuit of an effective, realistic battle staff training program that prepares III MEF and major subordinate commands to deploy and fight in support of MARFORPAC and USCINCPAC.
- c. **Priority Three:** The conduct of access and presence exercises in the USPACOM AOR that enhance cooperative engagement, develop joint / coalition warfighting skills, and demonstrate power projection and USMC unique capabilities.

III MEF MISSION AREAS	EXERCISE / EVENT	UNITS TO BE TRAINED	EXERCISE / EVENT	UNITS TO BE TRAINED
Priority One	COBRA GOLD	MEF CE, 3d MARDIV, 1 <sup>ST</sup> MAW, 3d FSSG, MHG	TEMPO BRAVE	MEF CE, 3d MARDIV, 1 <sup>ST</sup> MAW, 3d FSSG, MHG
Priority Two	UFL	MEF CE, 3D MEB, 3d MARDIV, 1 <sup>ST</sup> MAW, 3d FSSG, MHG	MSTP	MEF CE, 3D MEB, 3d MARDIV, 1 <sup>ST</sup> MAW, 3d FSSG, MHG
Priority Three	FOAL EAGLE	31 <sup>ST</sup> MEU (SOC), 1 <sup>ST</sup> MAW, 3d FSSG	RSO&I	3d FSSG
Priority Three	KEEN EDGE/SWORD, FOREST LIGHT	3d MARDIV, 1 <sup>ST</sup> MAW, 3d FSSG	COPE TIGER	1 <sup>ST</sup> MAW
Priority Three	FREEDOM BANNER / CROCODILE	3d MEB, 31 <sup>ST</sup> MEU (SOC), 3d FSSG, 1 <sup>ST</sup> MAW, 3d MARDIV	KITP	3d MARDIV, 1 <sup>ST</sup> MAW, 3d FSSG
Priority Three	BALIKATAN	3d MARDIV, 1 <sup>ST</sup> MAW, 3d FSSG	TANDEM THRUST	3d MARDIV, 1 <sup>ST</sup> MAW, 3d FSSG